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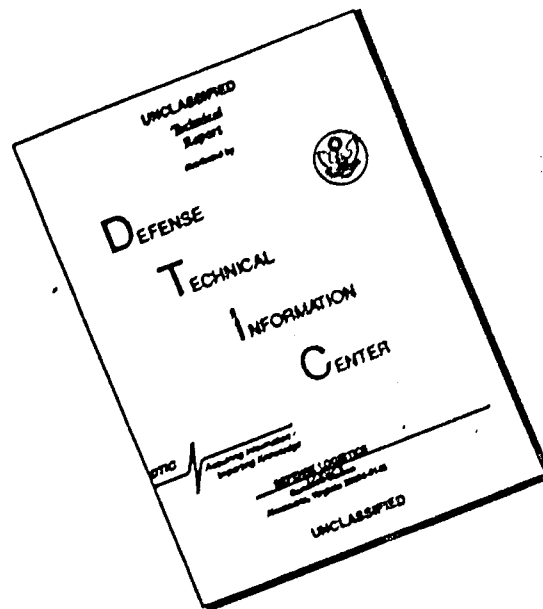
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DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGAM-P (M)(14 Jul 69)

FOR OT UT 692319

17 July 1969

SUBJECT: Operational Report - Lessons Learned, Headquarters, 169th Engineer Battalion, Period Ending 30 April 1969

AD855561

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1. Subject report is forwarded for review and evaluation in accordance with paragraph 5b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT UT, Operational Reports Branch, within 90 days of receipt of covering letter.
2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

KENNETH G. WICKHAM
Major General, USA
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DEPARTMENT OF THE ARMY
Headquarters, 169th Engineer Battalion
APO San Francisco 96491

EGBE-3

9 May 1969

SUBJECT: Operation Report of 169th Engineer Battalion, APO 96491, for
Period Ending 30 April 1969.

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Section I, Operations: Significant Activities.

1. Command.

a. Unit Employment: The 169th Engineer Battalion is located on Long Binh Post, Republic of Vietnam, and is commanded by LTC Clifford T. Flanigan.

b. Mission: The mission of the 169th Engineer Battalion in the theater of operations is: to construct and rehabilitate roads and airfields, pipeline systems, structures, and utilities; to provide combat and operational support and to assist in emergency recovery operations as directed by the 159th Engineer Group. In addition to the TO&E mission as stated above, the Commanding Officer of the 169th Engineer Battalion is designated as subsector commander and has the responsibility for the security of Long Binh Post in his subsector. The subsector responsibility includes a 1700 meter portion of the Long Binh Post perimeter.

c. Area of Responsibility: The 169th Engineer Battalion's area of responsibility includes the provinces of Binh Tuy, Long Khanh, Phuoc Tuy, and portions of Bien Hoa Province. Additional responsibilities include missions in the Long Binh/Bien Hoa complex and bridge contingencies in the Capitol Military District.

d. Attachments and Detachments: Currently the 169th Engineer Battalion has seven attached units. They are the 43rd Engineer Company (DT) (4 officers and 109 EM authorized), the 22nd Engineer Detachment (WD) (2 EM), 38th Engineer Detachment (WD) (2 EM), 156th Engineer Detachment (WD) (2 EM), 551st Engineer Detachment (WD) (2 EM), 917th Engineer Detachment (WD) (2 EM), and one earthmoving platoon (1 officer, 25 EM) from D Company, 92nd Engineer Battalion. The 92nd Engineer's platoon was attached to D Company, 169th Engineer Battalion, on 15 March 1969, for the purpose of assisting in the LOC construction of National Highway 20.

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e. Movements and Location: Headquarters Company, A Company, and the 43rd Engineer Company (DT) continue to be located at Long Binh Post in the 169th Engineer Battalion cantonment area. B Company is based at Xuan Loc, with one platoon at Ham Tan. C and D Companies each maintain their headquarters and a platoon (-) on Long Binh Post, with the bulk of their personnel located at two separate base camps situated along National Highway 20.

2. Personnel, Administration, Morale, and Discipline.

a. Personnel.

(1) The 169th Engineer Battalion remains organized under TO&E M5-115G type B w/augmentation, and has a total authorized strength of 42 officers and 681 enlisted men. Its major attached unit, the 43rd Engineer Company (DT) is organized under TO&E 5-124G with a total assigned strength of 4 officers and 109 enlisted men. The personnel strengths of the 169th Engineer Battalion and attached units for the reporting period are as follows:

(a) February 1969 (as of last day of the month)

	<u>OFF</u>	<u>WO</u>	<u>EM</u>	<u>TOTAL</u>
Authorized (w/augmentation)	37	9	800	846
Assigned	35	7	898	940

(b) March 1969

Authorized	37	9	800	846
Assigned	36	8	904	948

(c) April 1969

Authorized	37	9	800	846
Assigned	36	8	853	897

NOTE: Above strengths are exclusive of the attached platoon of the 92nd Engineer Battalion.

(2) As of 30 April 1969 the Battalion, with attached units, was 1% overstrength. However there is an imbalance in MOS strength.

(a) Two significant MOS overstrengths are 64B Heavy Vehicle Driver (47 assigned, 31 authorized) and 51B Carpenter (79 assigned and 56 authorized).

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(b) Significant areas of understrength include construction supervision, and maintenance. These include:

<u>MOS</u>	<u>DESCRIPTION</u>	<u>RANK</u>	<u>ASSIGNED/AUTHORIZED</u>
51D	Mason	E-4	4/13
51K	Plumber	E-4	19/39
51H	Const Foreman	E-6, E-7	15/34
62N	Const Mach Supervisor	E-5, E-6	
		E-7	9/22
62B	Eng Equip Opnm	E-4, E-5	32/38
61	Wht Vehic Opnm	E-4	14/19
61C	Gen Vehicle Opnm	E-5	2/7
71T	Main Data Spec	E-4	3/7

(c) The imbalance results in the use of inexperienced personnel to fill the empty slots. For example senior equipment operators are used to fill construction foremen slots, and heavy equipment repairman slots.

b. Morale: Morale has remained high throughout the reporting period for the battalion as a whole. This is evident by the low rate of disciplinary actions and high number of extensions (75). The factors which contribute to high morale in the battalion include: softball, basketball, volley ball and football activities; movies in the battalion theater and base camps; a modern NCO-EM club with regularly scheduled entertainment; officers club and a battalion chapel. Factors which inhibit the promotion of high morale include: (1) a heavy construction load with little time off during the dry construction season, and (2) a heavy guard duty commitment due to Long Binh Post defense requirements and remote unit base camp defense.

R&R allocations for the 169th Engineer Battalion average 65 leaves per month for out-of-country locations. The battalion receives three allocations to Vung Tau per month. While out-of-country allocations are deemed adequate to accommodate personnel in this battalion, additional in-country allocations could be used to reinforce the incentive awards program.

d. Awards. During this reporting period the men of this battalion received 5 Army Commendation Medals, 13 Bronze Stars, and 11 Purple Hearts. In addition there are 17 ACM's, 10 Bronze Stars, and 18 20th Brigade Certificates of Achievement pending.

e. Intelligence and Counterintelligence. The battalion has experienced few combat intelligence functions during the reporting period. Our main sources of intelligence data include a daily SITREP from II Field Force Vietnam, a Long Binh Post Intelligence Bulletin, and a SITREP from Long Khanh Province which enables us to pinpoint enemy activity in our area of responsibility. Two areas of engineer reconnaissance have been performed by this battalion. A periodic recon is made of the four bridges in the Capital Military District (Saigon) for which this battalion retains contingency plans. Aerial and ground recons were also made by this unit and higher headquarters to find possible quarry locations along National

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highway 20. As a result of these recons a crusher unit is now operating at Pinh Quan on National Highway 20.

f. Training. Nearly all training of a formal nature has been conducted on Sunday mornings and Tuesday evenings. At these times mandatory DA and USARV subjects, troop information, and commander's lectures are presented. All new arrivals also receive battalion and company level orientation briefings soon after their arrival. Training is periodically conducted for personnel manning perimeter bunkers to include instruction on starlight scopes, claymore mines, fire discipline, alert systems, individual weapon training, and fire plans.

3. Enemy related Activity. During this period operations by C and D Companies on National Highway 20 were hampered by the continued presence of hostile forces. Thirty-nine company construction days have been lost during this period due to the enemy presence.

a. On 26 March 1969 D Company construction personnel were ambushed on highway 20 by a numerically superior force. A firefight ensued for approximately $\frac{1}{2}$ hour, during which four pieces of equipment were damaged, and one U.S. personnel wounded. Countermeasures were taken to include artillery and air strikes, and a final sweep of the area.

b. At 0200 on 15 March 1969 C Company base camp came under attack. During this attack the base camp received 25 B-40 rockets, 5 60mm mortar rounds, and an unknown number of grenades. In the ground attack that followed the VC broke through the perimeter wire but were stopped at the interior berm. The attack terminated at 0500 hours. Casualties included 4 VC KIA, 1 VN KIA, 2 VC WIA, 2 VN WIA. On the following night the VC launched a stand off attack with 30-40 mortar rounds. There was no damage nor casualties.

c. At 2310 hours on 11 April 1969, 34 mortar rounds were received at the C Company base camp. No casualties or damages resulted.

d. At 0200H 23 Feb 69 the 169th Engineer Battalion cantonment area and that portion of the Long Binh Post perimeter defended by the 169th came under rocket/mortar attack. Approximately 8-12 rocket rounds landed in the battalion area in the initial phase of the attack. A counter rocket/mortar plan was initiated.

At approximately 0230 hours a ground attack was launched against the 169th Engineer Battalion portion of the perimeter by an estimated 200-man force. Reaction forces of the 169th Engineer Battalion and of other units were deployed to the area. Infantry units, armor, artillery, and gunships became involved in the defense of the area.

The attack terminated at approximately 0630 hours. Casualties included 8 wounded in the 43rd Engineer Company. No damages were suffered in the battalion cantonment area. 21 enemy were confirmed killed during the action.

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4. Construction Projects.

a. Projects completed during reporting period:

(1) Combat and Operational Support:

(a) VOCO Well at 199th Infantry, A Company 169th Engineer Battalion. Well was drilled to a depth of 180 feet. Steel casing was installed. Project was cancelled due to lack of water. Starting date: 8 March 69. Cancellation date: 20 April 69.

(b) 159-68-262 Well at Nui Ba Den Quarry, A Company, 169th Engineer Battalion. Well was drilled to a depth of 45 feet. Steel casing was installed. Project was cancelled. Starting date: 10 Jan 69. Cancellation date: 21 April 69.

(c) 159-68-004, Well at Bien Hoa Quarry, A Company, 169th Engineer Battalion. Well was drilled to 27 feet. Project was discontinued due to large rock formations. Starting date: 16 Jan 69. Cancellation date: 25 Feb 69.

(d) 159-69-050, Mine Clearing, Ham Tan, B Company, 169th Engineer Battalion. Project consisted of clearing a minefield near a MACV compound. Field was hand swept and probed, then cleared with a D/2 dozer. Starting date: 4 Mar 69. Completion date: 7 Mar 69.

(e) 159-68-200 Hawk Compound, C Company, 169th Engineer Battalion. Erected a 20' steel observation tower. Installed a red obstruction light on a previously constructed 60' tower. Completion date: 16 April 69.

(f) 159-407, Newport Bridge Lighting, C Company, 169th Engineer Battalion. Lighting was transferred to contractor. Temporary floodlighting was installed, and weekly inspections were made. Permanent lighting completed on 15 March by contractor. Temporary lights removed. Completion date: 15 March 69.

(g) 289-5407-0-20, Maintenance Revetments, C Company, 169th Engineer Battalion. Constructed 5 aircraft revetments, 6' high, 50' long. Starting date: 1 March 69. Completion date: 15 March 69.

(h) 68-159-163, USARV Data Service Center Revetments, D Company, 169th Engineer Battalion. Assembled 765 linear feet of 9' high revetments filled with laterite. M3A1 matting was used for the revetment sides and a 3" cap of concrete was placed on top. Starting date: 20 Oct 68; Completed 10 Feb 69.

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(2) LOC.

(a) B59-69-002, Paving Bearcat Access Road, A Company, 169th Engineer Battalion, 26,600 SY was paved, completing 3.56KM of road. Starting date: 8 Mar 69. Completion date: 27 March 1969.

(b) 46-206-02-T-6S Paving Long Thanh Airfield, A Company, 169th Engineer Battalion 2.0 miles of road were paved, for 14080 SY. Starting date: 27 Jan 69. Completion date: 12 April 69.

(c) 98-231-LC-A59, North Saigon Bypass, A Company, 169th Engineer Battalion, 5.4 miles of single lane were paved for 38,036 SY. Starting date: 15 Jan 69. Completion date: 6 March 69.

(3) MER

159-68-023, MER for 54th Artillery Group, D Company, 169th Engineer Battalion. Assembled 8 pairs of laterite-filled revetments, 4' high X 40' long. Kaiser Steel Corporation "K-Malls" were used with a 3" concrete cap placed on top. Starting date: 28 Jan 69. Completion date: 24 March 69.

(4) Base Construction

(a) 43-365-01, USARV Stockade, C Company, 169th Engineer Battalion, Project partially completed by other unit. Constructed one 20' x 108' billets and one water tank. Completion date: 3 April 69.

(b) 07-242-01 III CORPS TOC, C Company 169th Engineer Battalion. Constructed overhead standoff protection for the III Corps TOC at Bien Hoa. Completion date: 22 March 69.

(c) 43-353-01 18th MP Brigade Billets and Admin/Supply Building, C Company, 169th Engineer Battalion. Project called for construction of three 20' x 108' billets and one 20' x 48' Pasco admin Building. Forms were placed. Project was cancelled. Cancellation date: 7 April 69.

(d) 73-223-01-T-7S, 493 Man Cantonment, Saigon, D Company, 169th Engineer Battalion. Constructed nine 2-story, 20' x 108', tropical wood buildings for the 92nd MP Battalion. Six were used entirely for troop billeting; three were used for both troop billeting and administration. All buildings were constructed with concrete slabs.

b. Active Projects

(1) Combat and Operational Support:

(a) 159-68-008, Well at 160th Signal, A Company, 169th Engineer

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Battalion. Well was drilled to a depth of 79 feet, with 65 feet of casing. Formation was rock. Starting date: 21 April 69.

(b) 589-0302-0-01, Well at Xuan Loc, A Company, 169th Engineer Battalion. Well is being surged to determine capacity. Drilling will begin pending results of surge test. Starting date: 7 May 69.

(c) 159-316D BQ Revetments, C Company, 169th Engineer Battalion. Original project called for the construction of 12000 LF of revetments around the billets in BQ area # 3 on Long Binh Post. The scope was increased on 22 March 1969 to 18,000 LF. 600 LF remain to be constructed and 2500 LF remain to be filled and capped. Project is 86% complete. Expected completion date: 30 May 69.

(d) 159-378, Protective Walls for ADP Facilities, D Company, 169th Engineer Battalion. Project requires construction of 966 feet of revetment around buildings 4571 and 5407 on Long Binh Post. Project is 42% complete. Expected completion date: 6 Jun 69.

(e) 243-5414-3-23, Long Binh Post Defense, C & D Companies, 169th Engineer Battalion. Project authorizes repair and upgrade of LEP perimeter defenses in 169th subsector. Perimeter fence was repaired, RPG standoff fences were installed, trip flares were placed, claymores cemented in place, and latrines constructed. This project is continuous.

(2) LOC

(a) 43-337-15-T-7S, Long Binh Post Paving, A & D Companies, 169th Engineer Battalion. No paving has been accomplished this reporting period. Project is presently 55% complete.

(b) 98-240-159-LOC, QL-20 Restoration; A, B, C, and D Companies, 169th Engineer Battalion. Project requires clearing, ditching, installation of drainage structures, and surfacing of 58 kilometers of National Highway 20 in Long Khanh Province. At this time approximately 5 KM of road has been raised to MACV Standard, and another 25KM has been resurfaced or repaired. Approximately 16 drainage structures have been replaced and/or constructed, and 29 culverts have been upgraded. 55% of a 60' steel stringer bridge has also been accomplished. The project is 59% complete. Estimated completion date: 21 July 69.

(3) MER - None

(4) MACV Advisor Facilities.

43-359-01 MACV Advisors, Ham Tan, B Company, 169th Engineer Battalion. Scope of work completed this period includes one 20' x 36' Commo Bunker, one 20' x 36' billet, one 20' x 164' billet and the removal of an old security fence and the installation of a new one.

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(5) Base Construction,

(a) 07-234-04-T-7S, 175th Radio Research Building, C Company, 169th Engineer Battalion. During this period, security lighting was installed, a 40' guard tower was erected, and steel doors and locks were installed in the operations building. Project is being inspected pursuant to acceptance on 1354.

(b) 89-206 Cantonment Facilities Blackhorse, C Company, 169th Engineer Battalion. Service club facility was restarted on 14 April 69. Ceiling has been completed. Wall paneling, plumbing, and electrical portions remain. Completion date: 14 July 69.

Twenty-five maintenance buildings are required. Three have been completed, seven have been framed, and ten of the concrete pads have been poured. This portion of the project is on a self-help basis. Project is 25% complete.

(c) 89-205 Aircraft Maintenance Hanger Blackhorse, C Company, 169th Engineer Battalion. The UH-1 Maintenance Hanger Facility of the project was completed on 1 April 69. Additional facilities include an operations building and wash aprons. Latter portion of project is to be done on a self-help basis.

(d) 07-240-01-T-7S Water Supply Facilities, Bien Hoa, D Company, 169th Engineer Battalion. Project consists of 2 water storage tanks and towers, and a water treatment facility. The well has been drilled, both towers are nearly complete, and one tank has been assembled. Project is 45% complete. Estimated completion date: 30 Jun 69.

(e) 07-241-01-T-7S Water Supply Facilities Bien Hoa, D Company, 169th Engineer Battalion. Project consists of 2 wells with 3 water storage tanks with steel towers, and two water treatment facilities. Two water tanks with towers and one water treatment facility near completion. Project is 66% complete. Estimated completion date: 30 Jun 69.

(6) Continuous.

159-68-008 Asphalt Plant, A Company, 169th Engineer Battalion. Plant produced 18,670 tons of asphalt.

c. Projects Pending.

(1) 43-377-01, Grass Seeding USARV Hill, A Company, 169th Engineer Battalion.

(2) 359-01-159 Well Drilling at Lam Tan, A Company, 169th Engineer Battalion.

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(3) 43-356-01 Well Drilling at Tanh Linh, A Company, 169th Engineer Battalion.

(4) 68-20-6, Airfield Maintenance, B Company 169th Engineer Battalion. Continuous.

(5) Material for Pier Protection, S-4, 169th Engineer Battalion.

(6) 81-209, 300 KW Power Plant Xuan Loc, B Company, 169th Engineer Battalion.

(7) 43-335, 506th Field Depot, C-8 Area, A Company, 169th Engineer Battalion.

(8) 24-301, LCC Maintenance, 169th Engineer Battalion.

(9) 809-0371, MACV Advisor Facilities, C Company, 169th Engineer Battalion.

(10) 809-0382, MACV Advisor Facilities, B Company, 169th Engineer Battalion.

(11) 743-0302, MACV Advisor Facilities D Company, 169th Engineer Battalion.

Section II. Significant Lessons Learned.

1. Personnel: None

2. Operations:

a. Establishing long range radio communications:

(1) Observation: The normal operating range of the VRC-46 does not allow direct radio contact between Long Binh Post and the base camps of this unit's out lying companies.

(2) Evaluation: This problem was encountered when C and D company moved to base camps on National Highway 20. It was necessary to establish communications from the Battalion Command Post to the Company Command Posts so a relay station was set up in a location where loud and clear communications for all stations can be achieved. The relay station is manned 24 hours per day.

(3) Recommendations: In addition to the relay station with an operator on duty at all times a retransmission unit could be installed which would allow the commander direct, responsive contact with the man on the job. With this direct contact there is little chance that the commander's tone, urgency, and message content will be lost during the relay process.

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b. Shoulders on National Highway 20.

(1) Observation: Many failures of Asphalt Concrete pavement occur at the edge as a result of water standing on the shoulder or in some other manner seeping under the pavement edge.

(2) Evaluation: If the roadway is properly compacted, crowned and sealed the problem of standing water and seepage under the edges of the asphalt concrete is minimized.

(3) Recommendation: The shoulders as well as the base course be shot with asphalt to keep water proof the surface and lengthen the life of the road. This procedure also presents a pleasing road appearance and aids in holding down the dust.

c. Utilization of a Grid Roller in Base Preparation:

(1) Observation: In ripping the old French stone base course in preparation for final base work for paving on QL-20, numerous problems arose in obtaining the finished surface. Large stones were appearing on the surface which tended to ravel or required pans to bring in additional binder material to cap the surface.

(2) Evaluation: That after ripping and scarifying, graders working to shape the crown and shoulders, in moving material back and forth across the road were losing all the fines, with the larger rock remaining on the surface.

(3) Recommendation: Utilization of the Grid Roller in conjunction with water and the grader resulted in breaking the larger stone or driving it down into the base. With no outside material being added to the rock, more water could be added without the base turning soft. With the additional moisture to retain fines plus the larger stone driven down, no additional binder material was required. This provided a durable base course for paving.

d. Crusher Operations:

(1) Observation: That rock that has been exposed to rain and mud filled will not efficiently go through the crusher.

(2) Evaluation: That if some washing method can be found, effective operations can continue.

(3) Recommendation: A 1,000 gallon water distributor with hose was used to periodically clean the shaker box and waste chute. The mud did require the divider screen below the shaker box to be removed resulting in a small loss of fines. However, the material off the waste conveyor proved to be excellent fill material and was utilized as such.

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e. Using sand as fines material in Asphalt Concrete

(1) Observation: The use of sand as fines material often causes production time to increase and increases the possibility of bad loads.

(2) Evaluation: A bad situation occurs when the sand being used is especially wet. Correction needed to properly dry the moist sand and if not properly dried a bad load will result.

(3) That fine crushed rock be used instead of sand in the proper proportions with 3/4" (-) aggregate to insure a tight, water proof, durable wearing surface of asphalt concrete.

f. Using a front loader and a series of barrel hooks to move barrels of asphalt from one location to another.

(1) Observation: Standard Barrel hooks like the ones used on cranes do not allow the movement of barrels at the rate necessary to stay ahead of needs.

(2) Evaluation: When off loading many barrels at a rapid rate it is definitely advantageous to stack the barrels neatly as they are taken from the truck. This is not always possible and barrels end up scattered from here to there.

(3) Recommendations: Special barrel hooks which are adaptable to a front loader can be made and used to great advantage. As many as nine hooks can be used allowing the off loading of 9 barrels at a time, decreasing overall time of operation.

g. Use of percussion type well drilling rigs in hard rock formations.

(1) Observations: Drill bits on percussion type well drilling rigs become dull and splayed in a short time when drilling through hard rock formations.

(2) Evaluation: When drill bits become dull and splayed the drilling efficiency of the rig goes down. In hard rock this problem is more acute because of the rapid deterioration of the bit. It is necessary to dress and/or change the bit frequently, but well dressed bits soon become scarce and forges for dressing the dull bits are not available. A situation which usually results in an abandoned hole is created, when, if the proper tools and forges were available the hole could be continued in search of a good aquifer.

(3) Recommendation: That a bit dressing forge be made part of the TO&E equipment of each well drilling detachment and instructions given on how to use it.

h. Subgrade stabilization where a high water table exists.

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(1) Observations: A high water table at drainage structure No. 5 on National Highway 20 caused a major subsurface failure.

(2) Evaluation: At one point in the construction operations it was noted that when a 35 ton pneumatic tired roller was pulled over this section the soil rolled up in front of the wheels, depressed, and sprung back after the pass had been completed. The more it was rolled the worse it became. It was decided to excavate and back fill with a clean granular material of small enough size to provide a filter blanket over the saturated soil and of high enough design CBR to provide a good subgrade. It was decided that river sand would do the job.

(3) Recommendations: Because of the high water table at this location, drains were installed through out the fill. Perforated pipe was employed in a trench and packed with gravel aggregate, and the remainder of the excavation was back filled with sand. It is felt that this procedure is sound and is recommended for similar situations.

3. Training

a. MCA LOC Equipment operator training.

(1) Observation: This battalion is receiving a number of pieces of civilian construction equipment on an Army equipment buy program. In nearly all cases the equipment is being operated by personnel with no experience on that particular type or make of equipment.

(2) Evaluation: It has been found that with a minimum amount of on-the-job training, an operator of a particular type of TO&E equipment may become proficient in the operation of a similar type of civilian-purchased LOC equipment. For example, the operator of an Army TO&E 10 ton roller may, with a minimum amount of check-out time, be fully capable of operating and maintaining a civilian purchased 8-13 ton roller. On the other hand an attempt to convert a tractor operator to a roller operator, while possibly producing a capable operator, may not necessarily result in a man trained to maintain that type of equipment.

(3) Recommendations: Where possible, personnel to be utilized on new, civilian-purchased equipment should be drawn from operators of a similar piece of equipment. This method requires minimum amount of OJT. Where this is not possible, the individual to operate the equipment must be given instruction on operator maintenance in addition to operation of the equipment.

4. Organization.

Organization of an engineer construction battalion to expend a majority of their effort on the construction of Class A highways

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(1) Observation: The organization of an engineering construction battalion is based on three identical units with three identical capabilities. A battalion committed to highway construction essentially has one job that can be broken down into several distinct parts each different from the other.

(2) Evaluation: If an engineer construction battalion were to approach a highway job from a TO&E organization standpoint they would have to operate on three separate fronts. Effort would be duplicated and the units would be in competition for spare parts equipment and personnel. If the battalion were broken down into a task force organization where there was an embankment and excavation task force, a grading and compaction task force, a paving task force, a hauling task force, and vertical construction task force, more efficient operations would result. The job would be able to progress from one operation to another and spare parts equipment and personnel would generally be peculiar to each task force thus minimizing internal competition and maximizing organized maintenance.

(3) Recommendations: That engineer construction battalions that are committed to highway restoration and upgrading consider reorganization into task forces to enhance their overall capability and efficiency.

5. Intelligence: None

6. Logistics: None

7. Other: None


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Commanding

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- 15 - CO, 159th Engr Gp, ATTN: EGB-3, APO 96491
- 2 - USARPAC, ATTN: GPOP-ET
- ~~3~~ - CG, USARV, ATTN: AVHGC (DST)
- 4 - CO, 20th Engr Bde, ATTN: AVBI-OS
- 10 - CO, 169th Engr Bn, ATTN: EGHE-3, APO 96491

FOR OFFICIAL USE ONLY

OSB-30 (15 May 64) LHM
SUBJECT: Operational Report of the 169th Engineer Battalion (Construction)
for Period Ending 1 April 1964, AEC GSFCI-64(21)

1. TO, 159th Engineer Group, AEC 94421

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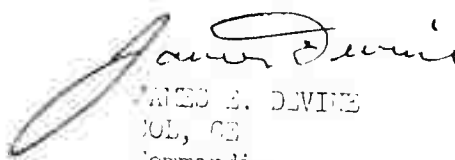
2. Commanding Officer, 159th Engineer Group, LTH: AVPI-03, AEC 94421

3. Submitted in accordance with LTH Directive 5-5-15, dated 12 April 1964.

4. Reference: Section 1 paragraph 2 (4) (c), page 1. The figures on overstrength in 169th Heavy Vehicle Driver should read (66 assigned, 91 authorized). These corrected figures indicate the 169th Engr Bn (21) which was omitted in the basic letter. The battalion figures shown on the basic letter indicate an overstrength due to a recent reduction in authorization in this AEC. As personnel rotate the assigned total will approach the authorized number. It should be pointed out, however, that the heavy truck driver skills have been civilianized, but the Group has been able to fill only a small percentage of authorized positions. As a result heavy truck drivers are a critical AEC shortage.

5. Reference: Section 2 paragraph 4 (3), page 13. Construction battalions are suited for a variety of missions, one of which is lines of communication restoration and upgrade. However, instead of establishing a task force or modification to a battalion in order to best suit a specific mission, augmentation with appropriate special purpose units such as dump truck and light equipment companies is more effective and flexible.

6. Subject report for the 169th Engineer Battalion (Construction) has been reviewed and is considered adequate.


JAMES E. DWYER
COL, CE
Commanding

CF:
CO, 169th Engr Bn


AVBI-OS (15 May 69) 2nd Ind
SUBJECT: Operational Report for 169th Engineer Battalion (Const)
for Period Ending 30 April 1969, RCS CSFOR-65(R1)

DA, HEADQUARTERS, 20TH ENGINEER BRIGADE, APO 96491

TO: Commanding General, United States Army Vietnam,
ATTN: AVHCC-DST, APO 96375

1. Submitted in accordance with USARV Regulation 525-15, dated 13 April 1968.
2. Subject report for the 169th Engineer Battalion (Construction) has been reviewed and is considered adequate.

FOR THE COMMANDER:


J. J. MONTTCARY
Major, AGC
Adjutant

Copies Furnished:
CO, 159th Engr Gp
CO, 169th Engr Bn

AVHGC-DST (9 May 1969) 3d ind

SUBJECT: Operational Report of 169th Engineer Battalion for Period
Ending 30 April 1969

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96375 18 JUN 1969

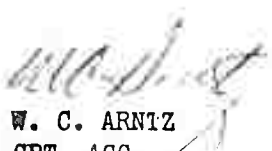
TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 30 April 1969 from Headquarters, 169th Engineer Battalion.

2. Reference is made concerning use of percussion type well drilling rigs in hard rock formations, section II, page 11, paragraph 2(g); concur. However, presently a MTOE for USARV Well Drilling Detachments is being finalized that will satisfy this requirement by authorizing a new Drilling Machine, Well, Combination, Semi Trailer Mounted (FSN 3820-B01-1337). As an interim solution, a bit dressing forge can be fabricated from locally available material as prescribed in TM 5-297. Unit will be advised of above comment.

FOR THE COMMANDER:

Cy furn:
169th Engr Bn
20th Engr Bde


W. C. ARNIZ
CPT, AGC
Assistant Adjutant General

GPOP-DT (9 May 69) 4th Ind

SUBJECT: Operational Report of HQ, 169th Engr Bn for Period
Ending 30 April 1969, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 5 JUL 69

TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310

This headquarters has evaluated subject report and forwarding indorsements and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:

D A Tucker

D A TUCKER

CPT. AGC

ASST AG

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Security Classification

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